

## FFR BRIEF

for 1/12/12 Division meeting

#	PROP	RPM	SUBJECT	NOTES	TIME
1	Backpack	Karen D	Intro & Team members	Why partner. Give overview. List team members (DOD, EPA, DEQ, consultant).	1.5
2	Mask	Jim	Meetings	Face to face (vs. email or call, can't hide), rotate location, rotate roles, agendas, minutes, action items	1.5
3	Hotel	Paul	Check in	Let team know how its going (work, home, life in general, any stressors)	1.5
4	ISTJ sign	Wade	Personalities	Meyers Briggs personality types and preferences. Team dynamics	1.5
5	Toolbox	Eric	Tools	Consensus, conflict resolution techniques, partnering exercises, facilitation, celebrate success	1.5
6	Frisbee	Karen S	Socialize & Close	Work hard, play hard. Builds trust. Develop solution on dinner napkin. Easy to call if issue arises. Info on web. Q/A	1.5
				Total time in minutes Times are average (1-2 min each)	9.0

### SPEAKER NOTES

#### 1. INTRO & TEAM MEMBERS

Hi everyone! We are here to provide information on the Federal Facilities Restoration Program and how we use the partnering process to clean up military installations. Each of us will provide a piece of the Partnering Process, so that by the end, we hope you have a good understanding of it.

Most of our facilities are under the Department of Defense, such as Army, Navy, and Air Force; and we also handle other federal facilities like NASA. These facilities may have permits or requirements under other DEQ programs. We focus on the superfund cleanup activities, and coordinate with other DEQ programs. Most of the contamination we clean up is from activities that occurred many years ago and some of the contaminants we deal with are TCE in groundwater, PCBs and metals in soil, and old debris disposal areas. Another class of items we deal with is munitions – or things that blow up – and if I told you any more about that I'd have to kill you. ☺

Partnering was established in the mid 1990s to create a more efficient cleanup process. The purpose was to cut down on the letter writing campaigns and for the members to have ownership in the decision process. In the past, positions were often adversarial even though we were trying to accomplish the same goals. This was brought about primarily by a lack of communication and trust among the organizations. Also no one was empowered to make decisions. As a result projects lagged.

Partnering is a process where decisions are made by a team, which, in our Program, consists of members from DOD, EPA, DEQ and DOD contractors. It also helps the organizations understand each others' constraints and work to overcome them. This is accomplished by opening up channels of communication and building trust. It teaches members to attack issues and problems not people.

[The teams consists of members from DOD, EPA, DEQ and DOD contractors. Also the process includes Subgroups made up of EPA's tech support group, BTAG, FWS and NOAA. These subgroups get into the "weeds " so to speak and hash out complex technical issues that affect cleanup decisions. Also, what cannot be understated, is the need for management support for the process, which we are fortunate enough to have in all of our organizations.]

## 2. MEETINGS

Hi - I'm Jim and I have worked in the federal facilities program for 7 years.

Would the person who has the mask in front of them please hold it up in front of their face?

To partner we attend 1-2 day meetings. The meetings are face to face. That's the key concept here. You can't hide behind the mask of written comments, emails or even conference calls. I think we all find some comfort in the role of the faceless regulator.

Let's go ahead and take off our masks. Hi!

As noted before the Navy requires formal partnering but the other services do not.

However, I thought that these concepts might help at one of my army sites - Radford Army Ammunition Plant.

When I was assigned this site over 6 years ago they were firmly imbedded in the comment and response loop with nothing being accomplished. The once/year status meeting consisted of raised voices and finger pointing.

We decided to hold meetings every 4 months at EPA in Philadelphia. A new Army Corps representative with partnering experience joined us and helped facilitate the early meetings. The various consultants and other regulators (risk assessors and hydrologists) met face to face and got on the same page very quickly. Documents could now be reviewed in a different light, small questions or issues solved with a short phone call, etc.

Now the Navy Partnering process is more formal with a structured format:

- agendas, minutes, action items noted during the course of the meeting

Radford always wanted to meet at EPA – but locations are rotated in formal partnering.

Each member also has a specific role for each meeting that is also rotated:

- chair, host, facilitator, scribe, and the important role of timekeeper (who even doubles as a gatekeeper to make sure no one sneaks out early)

It is really amazing what can be accomplished when you get out from behind the mask.

### 3. CHECK IN

I'm Paul and I've been partnered with the Federal Facilities Program for 9 yrs. Partnered in a sense that we work together with EPA, DoD or other federal entities (NASA), and consultants to achieve a common goal...reducing risk to human health and cleaning up the environment.

You may be wondering why I'm holding a hotel sign. When you are traveling for business or pleasure and a hotel is your destination, what's the 1<sup>st</sup> thing you usually do when you arrive? For me, if I've been driving for a while I probably hit the bathroom, but after that I usually check in. And, checking in may prove to be a key part of the partnering process during a meeting.

At the onset of a partnering meeting after getting our bearings, greeting one another, and getting a quick rundown from the host concerning our meeting facility (bathroom, snack/drink machines, etc.) we always go around the table and let each meeting attendee bring the rest of the team up to speed on what's been going on in their lives since the last meeting.

Check in can play a big role in how the rest of the meeting plays out because it allows each individual sitting at the table the opportunity to hear what big things are going on in the lives of the rest of the folks seated around the table. So many times, things we experience in our day-to-day lives can be carried with us into our meetings. The stressors of work and home life can sometimes manifest themselves in the way we interact and carry ourselves during a meeting. So, check-in allows the team to hear what, if any, stressors or other outside influences may be weighing on an individual's mind thereby allowing the others to take those stressors into account during interactions or to take into consideration, perhaps, as an explanation for certain behavior, distraction, or inattentiveness. A lot of times an individual's participation and overall attitude during a meeting may be directly related to personal life things such as a pregnant wife, an ill loved one, a pending divorce/breakup, a recent death in the family (pets included), home renovation or restoration projects, children demands, etc. Check in is like a personal barometric reading and may be used by all meeting attendees as a means of *forecasting interactions during more difficult or confrontational meeting topics*.

#### 4. PERSONALITIES

Hello, I'm Wade Smith and I've been an RPM in the Federal Facilities program for 5 years.

I partner with both the Naval Weapons Station Yorktown team and the Cheatham Annex team.

Who has the ISTJ sign?

Does anyone know what ISTJ stands for?

What about ENFP? ESTP? INFJ?

No, these aren't radio station call letters, these are all personality types.

Knowing your own and other team members' personality type is an important aspect of the partnering process, with the goal of understanding and appreciating differences between people.

The identification of each personality type is determined through answering a series of questions that comprise the Myers-Briggs Type Indicator instrument or MBTI.

Do you prefer to focus on the outer world or on your own inner world?

Extroversion vs. Introversion or E vs. I

Do you prefer to focus on the basic information you take in or do you prefer to interpret and add meaning?

Sensing vs. Intuition or S vs. N

When making decisions, do you prefer to first look at logic and consistency or first look at the people and the special circumstances?

Thinking vs. Feeling or T vs. F

In dealing with the outside world, do you prefer to get things decided or do you prefer to stay open to new information and options?

Judging vs. Perceiving or J vs. P

There are 16 different combinations of E or I, S or N, T or F, J or P. But, all types are equal. There is no best type. The MBTI instrument merely indicates preferences and does not measure trait, ability, or character.

As I mentioned, I partner with two separate teams. However, it is a unique situation because the teams used to be combined, but as cleanup at the bases increased, the teams split and formed two separate teams; each with their own Navy RPM, EPA RPM, and Consultants, but my responsibilities continued with both teams. So, understanding each team members' personality type and preferences helps me accomplish the same team goals even though team members are completely different.

## 5. TOOLS

I'm Eric , and I have worked in Federal facilities for 7 yrs.

Who in the audience has the Toolbox?

- a. We use lots of tools in the partnering process.
- b. One of the most important tools is Consensus. The "Team" is decision maker. The members have equal voices.
- c. If needed, we use various conflict resolution techniques and work to resolve issues.
- d. We use partnering exercises to enhance our working relationships and improve efficiency.
- e. Teams are either self facilitated or have an outside facilitator work with them.

## 6. SOCIALIZE & CLOSING

I'm Karen s, and I have worked in Federal facilities for 3 yrs.

Throw me the frisbee.

- a. On the teams, we work hard, and we play hard.
- b. It may be just going to lunch, or having snacks at the meetings. We often go to dinner.
- c. Some teams go to events, like baseball games or bowling or a movie.
- d. Socializing builds trust. You get to know the members of the team, their likes and dislikes, their personalities, what is important to them.
- e. We've developed a solution on a dinner napkin. Sometimes in the meetings, the discussions are so intense that you can't see the solution. Yet, when you get away from that atmosphere, talk about something else, then all of a sudden, eureka!
- f. Once you know your teammates, it is easy to call them if an issue arises.
- f. We also celebrate our successes. Each team looks back over the year and captures their accomplishments. We select a Team of the Year and reward the members with items like T shirts and backpacks.

We hope you've gotten a taste for the partnering process. We have a webpage on the external DEQ site. We will load today's info on partnering. Plus info on the program, like our contact info, a list of our installations, links to EPA info, etc. Steve Mihalko is on our team, the veteran for 21 yrs, and was not able to join us today. Steve handles Quantico, Nansemond, Oceana, etc . Thank you for your attention and participation.

Q/A